



Drive one.

09 FUSION





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Fusion SEL • Tuxedo Black Metallic • Optional Sport Appearance Package

Highly RESPONSIVE

Wherever it goes, Fusion evokes a reaction — grabbing attention and generating talk.

Next time you see one, ask the driver what he or she thinks.

You'll no doubt be amazed.

Soon as you get the key to your new Fusion, you'll totally relate. And start sharing too.



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29mpg
highway¹

Fusion SEL • Redfire Metallic

Powerful TRUTHS

Rising fuel costs are a major concern. The great thing about Fusion is that you can do some good on that front without sacrificing fun. The torque-happy, 160-hp Duratec 4-cylinder achieves up to 29 mpg highway and travels 467 miles on a full tank of gas. Team that engine with the optional 5-speed automatic and you get this earth-friendly bonus: Fusion is EPA-certified as a SmartWay™ vehicle — one of the “best environmental performers” nationwide.

Or opt for the added exhilaration of the 221-hp V6 and first-in-class² 6-speed auto shifter. No matter your powertrain preference, you get the advantage of intake variable cam timing (iVCT) for greater response. And, of course, optimum efficiency.

¹2009 EPA-estimated fuel economy for I-4 engine with 5-speed manual transmission and front-wheel drive. ²Midsized Sedan class excluding Mazda6.



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Fusion V6 SEL • Tuxedo Black Metallic • Optional All-Wheel Drive

Confidence BOOST

You've got places to go, people to see, and things to do. Go there, see them, and accomplish everything with an assist from Fusion's available All-Wheel Drive (AWD). It monitors conditions non-stop — from snow and rain, to sand and gravel, even on those dry twists and turns. AWD handles it all without hesitation, distributing torque exactly for greatest

traction, even if only one wheel has grip. On every Fusion, an independent double-wishbone front suspension and multilink twist-blade rear setup make for a smooth ride and sharp cornering. Something new this year: optional AdvanceTrac[®] electronic stability control actually corrects for proper tracking. Keep your composure.

Remember that even advanced technology cannot overcome the laws of physics. It's always possible to lose control of a vehicle due to inappropriate driver input for the conditions.

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*"No matter what I threw at it, SYNC got it right. ... SYNC's female voice was welcoming, helpful, and friendly. And she never judged my song selection."
— Barry Sonnenfeld, The Digital Man of Esquire*



Fusion V6 SEL • Optional Charcoal Black Leather Trim/Heated Front Seats and Navigation System

You talk, SYNC LISTENS™

Introducing Ford SYNC™, the new standard for in-vehicle communications and entertainment. SYNC is an available voice-activated, customizable media system that integrates your Fusion with most Bluetooth®-enabled mobile phones and most digital media players. Enter the car with a compatible and paired phone — SYNC knows you've arrived. Simply

press a button on the steering wheel and use voice commands to make and take calls, and more! Connecting and commanding your media player is just as easy. Visit SyncMyRide.com for the latest information about exciting new features.

*Driving while distracted can result in loss of vehicle control. Only use mobile phones and other devices, even with voice commands, when it is safe to do so. Microsoft is a registered trademark of Microsoft Corporation. The Bluetooth word mark is a registered trademark owned by the Bluetooth SIG, Inc.



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Fusion SEL • Optional Charcoal Black Leather Trim

An Automotive Best Buy Award Winner

Consumers Digest — 2007, 2008

Designed to IMPRESS

Ask any of your friends who catch a ride: Comfort and craftsmanship are hallmarks of a quality midsize 4-door. Fusion is Ford's first car precisely designed, engineered and tested in a digital format — in fact, the entire vehicle was built in a virtual factory before actual

assembly. A host of insulation and sound-dampening measures stifle unwanted wind and road noise — the better for chatting. Front bucket seats are custom-bolstered with lots of lateral support, and the finely tailored back seat provides loads of room to stretch. Serves 5.



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*"Nine hundred dollars well-spent."
— Joe DeMatio of AUTOMOBILE Magazine*

Fusion SEL • Tuxedo Black Metallic • Optional Sport Appearance Package • Ford Licensed Accessory — Body Kit by 3dCarbon*

Dial it UP

Add peel to appeal with the race-infused Sport Appearance Package. Wide 18" machined-aluminum wheels are darkened in the pockets and wrapped in V-rated performance rubber. Just the trick for the specially sport-tuned suspension that's fitted with bigger and better underpinnings. Up front, the grille gets a black-chrome treatment. In back, the decklid is

capped with a slick spoiler. Inside, Charcoal Black seats are accented with Red or Grey highlights (leather trim optional) and contrast stitching. One heckuva pulse-quickening exclusive for this NASCAR® champion — building on a legacy of nearly 600 NASCAR Cup series victories.!

*NASCAR is a registered trademark of the National Association for Stock Car Auto Racing, Inc.



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Fusion V6 SEL • Optional Blue Suede Package, Navigation System and AdvanceTrac®



Ignite the SENSES

Want to accentuate the mood? Inject the footwells and front cupholders with a cool blue LED glow — optional Ambient Lighting gives you a spectrum of 7 colors that you can change on the run. Dress up your Fusion to the max with the all-new Blue Suede Package. This option is loaded with unique Alcantara® Blue Suede that's simply electric with the Blue Ray stitching and Cyber-Carbon Grey dashboard accents. A more finely tuned suspension and 18" painted-

aluminum wheels round out the package, enhancing the exhilaration. Steer the course with the optional voice-activated Navigation System. And create the perfect atmosphere with available SIRIUS® Satellite Radio² (boasting 100% commercial-free music) or new HD Radio[®], a Ford Licensed Accessory. Up the intensity.

¹Alcantara is a registered trademark of Alcantara Spa, Italy. ²Service not available in Alaska or Hawaii. See your Ford Dealer or contact SIRIUS at 1-888-539-7474 for details.
©2008 SIRIUS Satellite Radio Inc. "SIRIUS," the SIRIUS dog logo and "The Best Radio on Radio" are registered trademarks of SIRIUS Satellite Radio Inc.



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Awarded 5-Star frontal crash test ratings



No WORRIES

In case of emergency, you're protected with a steel safety cage; high-strength side-intrusion door beams; and robust rocker panels to resist, absorb and divert impact forces. Six airbags are on alert too. The National Highway Traffic Safety Administration (NHTSA) rates frontal crash test worthiness 5 Stars, while the Insurance Institute for Highway Safety (IIHS) gives Fusion highest marks for frontal offset and side-impact crash testing.¹ Newly available Skyway SmartAlert™ (Ford Licensed Accessory) is on your side 24/7, tracking your Fusion and notifying you — online, in an e-mail, by text or by phone — of any unauthorized movement. Should the need arise, SmartAlert can even unlock Fusion's doors for you. Rest very assured.

¹Based on 2008 model-year ratings. Star ratings are part of the U.S. Department of Transportation's Safercar.gov program (www.safercar.gov).

- A** Side-curtain airbags for both outboard rows
- B** Stamped-steel B-pillars
- C** Front-seat safety belt pretensioners
- D** Front-seat side airbags
- E** Dual-stage front airbags
- F** Side-intrusion door beams
- G** Front-Passenger Sensing System
- H** Energy-dispersing rocker panels
- I** 4-wheel disc Anti-lock Brake System (ABS) with Traction Control on all V6 models
- J** Tire Pressure Monitoring System
- K** Front and rear crumple zones

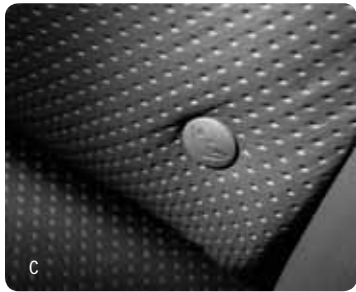


The Personal Safety System® is a suite of 7 protection technologies — including dual-stage front airbags and occupant weight classification — that work in concert to help protect occupants. Sophisticated sensors process information to adjust the performance of safety belt retractors, front airbags and the steering column in the event of certain frontal and side-impact collisions.



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MultiTASKS

- A. The low-liftover trunk allows for easy access and offers generous space — without obtrusive hinges.
- B. Covered in-dash storage compartment adds convenience.
- C. LATCH logos indicate where built-in anchors help secure child-safety seats easily in back.
- D. The center console between the front seats includes an armrest, audio jack, two-tiered storage and coinholders.
- E. The Dual INViSiON® DVD Headrests from Ford Licensed Accessories include dual-source input (one person can play games while the other watches a movie), a pair of 7" color monitors, 2 wireless headphones and a remote control.
- F. Security approach lamps, incorporated on the underside of the power, heated sideview mirrors for Fusion SEL, are keyless-entry activated.
- G. The SecuriCode™ keyless-entry keypad is built into the driver door on Fusion SEL, and can prove very beneficial in securing valuables when going to the beach, for a run or whatever. Also available on S and SE from Genuine Ford Accessories.
- H. The available fold-flat front-passenger seat can be used in conjunction with the quick-release, 60/40 split-folding rear seat for maximum carrying capacity — fit items up to 9' in length from decklid to dashboard.



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COLORIZE your Fusion

Exterior and Interior Selections

●	●	●	Medium Light Stone
●	●	●	Camel
●	●	●	Charcoal Black ¹
ALL MODELS			
●	●	●	Sport Blue Metallic ²
●	●	●	Redfire Metallic
●	●	●	Brilliant Silver Metallic ²
●	●	●	White Platinum Tri-Coat Metallic ²
●	●	●	Moss Green Metallic
●	●	●	Vapor Silver Metallic
●	●	●	White Suede
●	●	●	Tuxedo Black Metallic ²
●	●	●	Smokestone Metallic ²
●	●	●	Dark Ink Blue Metallic

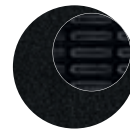
¹Charcoal Black interior not available on Fusion S. ²New for 2009.



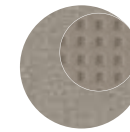
Medium Light Stone Cloth
Standard on S and SE



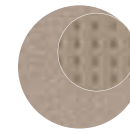
Camel Cloth
Standard on S and SE



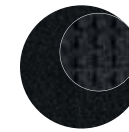
Charcoal Black Cloth
Standard on SE



Medium Light Stone Cloth
Standard on SEL



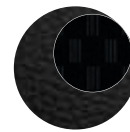
Camel Cloth
Standard on SEL



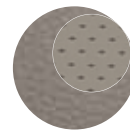
Charcoal Black Cloth
Standard on SEL



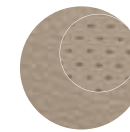
Charcoal Black Cloth with Red Accents/Black Leather
Standard with Sport Appearance Package



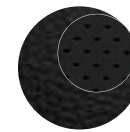
Charcoal Black Cloth with Grey Accents/Black Leather
Standard with Sport Appearance Package



Medium Light Stone Leather Trim
Available on SEL



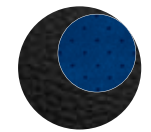
Camel Leather Trim
Available on SEL



Charcoal Black Leather Trim
Available on SEL and with Sport Appearance Package



Red/Charcoal Black Leather Trim
Available with Sport Appearance Package



Alcantara® Blue Suede/Charcoal Black Leather Trim
Available with Blue Suede Package



Brilliant Silver Metallic



White Platinum Tri-Coat Metallic



Dark Ink Blue Metallic



Moss Green Metallic



Vapor Silver Metallic



White Suede



Sport Blue Metallic



Smokestone Metallic



Redfire Metallic



Tuxedo Black Metallic

Ford uses clearcoat paint for beauty and protection. Colors shown are representative only. Not all colors are available on all models. See your dealer for actual paint/trim options. Vehicles shown may contain optional equipment.



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PERSONALIZE your Fusion in 5 steps

Dimensions and Ratings

EXTERIOR	
Overall length	190.2"
Wheelbase	107.4"
Vehicle width (excluding mirrors/including mirrors)	72.2"/80.1"
Height	57.2"

INTERIOR	
Seating capacity	5
Front	
Head room	38.7"
Shoulder room	57.4"
Hip room	54.0"
Leg room	42.3"
Rear	
Head room	37.8"
Shoulder room	56.5"
Hip room	53.3"
Leg room	37.2"

CAPACITIES	
Passenger volume (cu. ft.)	100.4
Luggage volume (cu. ft.)	15.8
Total interior volume (cu. ft.)	116.2
Fuel capacity (gal.) FWD/AWD	17.5/16.5

HORSEPOWER AND TORQUE	hp/torque (lb.-ft.)
2.3L Duratec 16-valve I-4 engine – Manual/Automatic	160 @ 6250 rpm/ 156 @ 4250 rpm
3.0L Duratec 24-valve V6 engine – Automatic	221 @ 6250 rpm/ 205 @ 4800 rpm

2009 EPA-ESTIMATED FUEL ECONOMY	mpg city/hwy.
2.3L Duratec 16-valve I-4 engine – 5-speed manual	20/29
2.3L Duratec 16-valve I-4 engine – 5-speed automatic	20/28
3.0L Duratec 24-valve V6 engine – 6-speed automatic (front-wheel drive)	18/26
3.0L Duratec 24-valve V6 engine – 6-speed automatic (All-Wheel Drive)	17/25

Standard Features

MECHANICAL
<ul style="list-style-type: none"> • Front-wheel drive (FWD) • 4-wheel disc Anti-lock Brake System (ABS) • Power rack-and-pinion steering • 24-mm front and 16-mm rear stabilizer bars (17-mm rear on V6) • Front: independent Short- and Long-Arm suspension • Rear: independent multilink suspension

SAFETY AND SECURITY
<ul style="list-style-type: none"> • Personal Safety System[®] for driver and front passenger – Includes dual-stage front airbags,¹ safety belt pretensioners, safety belt energy-management retractors, safety belt usage sensors, driver-seat position sensor, crash severity sensor, restraint control module and Front-Passenger Sensing System • Front-seat side airbags¹ • 2-row side-curtain airbags¹ • 3-point safety belts for all seating positions • Anti-theft perimeter alarm • Battery saver • Belt-Minder[®] front safety belt reminder • Child-safety rear door locks • Emergency in-trunk release • Integrated keyhead transmitter remotes (2) • Lower anchors and tether anchors for child-safety seats (LATCH) • SecuriLock[®] passive anti-theft ignition system • Side-intrusion door beams • Tire Pressure Monitoring System (excludes spare)

SEATING
<ul style="list-style-type: none"> • 5-passenger seating • Front bucket seats • 2-way manual front-passenger seat • 60/40 split-folding spring-assisted rear seat; quick-release levers in trunk

INTERIOR
<ul style="list-style-type: none"> • 2 power points (12-volt) • Accessory delay for power features • Auxiliary audio input jack in full center console • Beverage holders (6) • Dual sun visors with mirrors • Front and rear carpeted floor mats • Full center console with armrest and two-tiered storage • Grocery bag hooks (trunk-mounted) • Illuminated entry • In-dash storage compartment • Overhead console with dome and map lights (not available with moonroof) • Power door locks • Power trunk release • Power windows with one-touch-down driver-window feature • Rear-seat fold-down center armrest with beverage holders • Tilt/telescoping steering column

EXTERIOR
<ul style="list-style-type: none"> • 3-bar bright-chrome grille • Quad-beam halogen headlamps • Solar-tinted glass • Speed-sensitive windshield wipers

¹Always wear your safety belt and secure children in the rear seat.

Wheels



16" Steel with Deluxe Wheel Cover
Standard on S



16" Painted-Aluminum
Standard on SE



17" Machined-Aluminum
Standard on SEL



18" Painted-Aluminum
Included in Blue Suede Package



18" Machined-Aluminum with Painted Pockets
Included in Sport Appearance Package



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1

Choose your powertrain

On Fusion S and SE, get in gear with a standard 5-speed manual transmission and the energetic, not to mention fuel-efficient, 160-hp Duratec 4-cylinder engine that achieves 29 MPG HIGHWAY¹ and a range of 467 miles on a full tank of gas. Step it up to the 221-hp Duratec V6 that works in tune with a first-in-class 6-speed automatic – quite the tempting option on SE and SEL models.

2.3L Duratec 16-valve I-4 engine

- 5-speed manual transmission
- 160 hp
- Standard on Fusion S and SE

2.3L Duratec 16-valve I-4 engine

- 5-speed automatic transmission
- 160 hp
- Available on Fusion S and SE, standard on Fusion SEL

3.0L Duratec 24-valve V6 engine

- 6-speed automatic transmission
- 221 hp

Comes standard with:

- Dual chrome exhaust tips
- Traction Control

- Available on Fusion SE and SEL

¹2009 EPA-estimated fuel economy for front-wheel drive.

2

Choose your model

Fusion S Equipped with all the standard features, plus:

- 16" steel wheels with deluxe wheel covers
- P205/60R16 all-season tires
- 4-way manual driver seat
- Air conditioning
- Black, power sideview mirrors
- Steering wheel-mounted cruise control
- AM/FM stereo/single-CD player with MP3 capability and 4 speakers
- Manual day/night rearview mirror

Fusion SE Includes all the standard S features, plus:

- 16" machined-aluminum wheels
- 6-way power driver seat with manual lumbar
- Fold-down front-passenger seat
- Driver and front-passenger map pockets
- Dual sun visors with illuminated mirrors
- Premium AM/FM stereo/6-disc in-dash CD changer with MP3 capability and 6 speakers
- SIRIUS Satellite Radio
- Carbon-fiber appliqué on center stack
- Message center with trip computer
- Steering wheel-mounted cruise and audio controls
- Fog lamps with chrome bezels
- Body-color, power sideview mirrors

Fusion SEL Includes all the standard SE features, plus:

- 17" machined-aluminum wheels
- P225/50R17 V-rated performance tires
- Electronic Automatic Temperature Control
- Ambient Lighting
- Auto-dimming rearview mirror
- Unique appliqué on center stack (simulated woodgrain with Camel interior; gloss piano black with Charcoal Black and Medium Light Stone interiors)
- Ford SYNC™ voice-activated communications and entertainment system
- Leather-wrapped steering wheel
- Automatic headlamps
- SecuriCode™ keyless-entry keypad
- Body-color, power, heated sideview mirrors with security approach lamps
- Bright molding at beltline

Continue your build on the next page.



Fusion S



Fusion SE



Fusion SEL



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3

Choose your options

Fusion S

- 5-speed automatic transmission
- AdvanceTrac® electronic stability control

Fusion SE

- 5-speed automatic transmission – I-4
- All-Wheel Drive (AWD) – V6 only
- AdvanceTrac electronic stability control
- Auto-dimming rearview mirror
- Audiophile® Sound System with AM/FM stereo and 6-disc in-dash CD changer with MP3 capability and 8 speakers
- Ford SYNC™ voice-activated communications and entertainment system
- Rear spoiler (not available with Sport Appearance Package)
- Reverse Sensing System (not available with manual transmission)

Fusion SEL

- All-Wheel Drive (AWD) – V6 only
- AdvanceTrac electronic stability control
- Leather-trimmed seats with contrasting-color stitching
- Heated front seats (requires leather-trimmed seats)
- Audiophile Sound System with AM/FM stereo and 6-disc in-dash CD changer with MP3 capability and 8 speakers
- Rear spoiler (not available with Sport Appearance Package)
- Reverse Sensing System
- Voice-activated, DVD-based Navigation System

Audiophile is a registered trademark of Audiophile, Inc.

4

Choose your special value package

Blue Suede Package

Includes Blue Ray contrast stitching on seats, steering wheel and center console; Alcantara® Blue Suede seat and door-trim inserts; Ambient Lighting (SE); unique instrument panel and center stack appliqué; sport-tuned suspension; 18" painted-aluminum wheels; and P225/45R18 V-rated performance tires (package available with Sport Blue Metallic, Brilliant Silver Metallic, Tuxedo Black Metallic or Dark Ink Blue Metallic exterior colors and with Charcoal Black interior only; SE and SEL FWD exclusively)

Sport Appearance Package

Includes black-chrome grille; 18" machined-aluminum wheels with painted pockets; P225/45R18 V-rated performance tires; body-color fog lamp bezels; chrome exhaust tips (V6 SE); sport-tuned suspension with larger stabilizer bar, stiffer springs, plus dampened struts and shocks; unique rear "lip" spoiler; contrast stitching on seats, leather-wrapped steering wheel and center console; and unique Red or Black cloth seat inserts; available with optional leather-trimmed seats with Red or Black leather inserts (package available with Redfire Metallic, Brilliant Silver Metallic, Vapor Silver Metallic, White Suede or Tuxedo Black Metallic exterior colors and with Charcoal Black interior only; SE and SEL FWD exclusively)

Moon & Tune Package

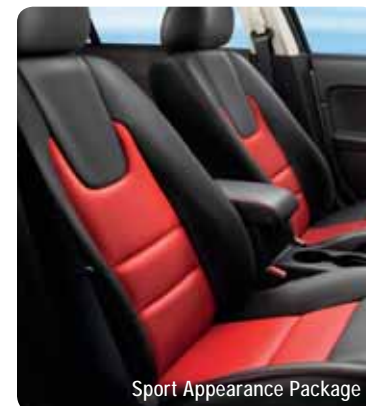
Includes power moonroof and Audiophile Sound System with AM/FM stereo, 6-disc in-dash CD changer with MP3 capability and 8 speakers (package available on SEL only)

Sun & SYNC Value Package

Includes power moonroof and SYNC (package available on SE only)



Blue Suede Package



Sport Appearance Package

Comparisons based on 2008 competitive models (Midsize Sedan class excluding Mazda6), publicly available information and Ford certification data at time of release. Some features discussed may be optional. Vehicles shown may contain optional equipment. Features shown may be offered only in combination with other options or subject to additional ordering requirements or limitations. Dimensions shown may vary due to optional features and/or production variability. Following release of this PDF, certain changes in standard equipment, options and the like, or product delays may have occurred which would not be included in these pages. Your Ford Dealer is the best source for up-to-date information. Ford Division reserves the right to change product specifications at any time without incurring obligations.



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5

Customize your Fusion

- A. Interior lighting kit
 - B. Garmin® nüvi® Portable Navigation System¹
 - C. Keyless entry keypad
 - D. Molded splash guards
 - E. Side window deflectors
 - F. Front illuminated sill plates
 - G. Rear spoiler
 - H. Premium carpeted floor mats
 - I. 17" painted Black aluminum wheels
 - J. 5-Piece Body Kit by 3dCarbon®¹
 - K. Interior cargo net
 - L. Interior cargo organizer
- Also available:*
- 6-Piece Body Kit by 3dCarbon¹
 - Bug deflector
 - HD Radio®¹
 - Ford SYNC™¹
 - Skyway SmartAlert™¹
 - Ashcup/coin holder/Smoker's Pack
 - All-weather floor mats
 - 17" polished-aluminum wheels
 - Wheel locks
 - Wiper shaker¹
 - Dual INVISION® DVD Headrests¹
 - Vehicle security system
 - Flat splash guards
 - Electrochromic mirror
 - Electrochromic mirror with HomeLink®
 - Bi-directional remote start system
 - Interior cargo area protector

¹Ford Licensed Accessories.

Garmin is a registered trademark of Garmin Ltd.

Visit fordaccessories.com to use the Accessorizer, learn complete accessory details and view purchase instructions.



Genuine Ford Accessories will be warranted for whichever provides you the greatest benefit: 12 months or 12,000 miles (whichever occurs first), or the remainder of your Bumper-to-Bumper 36-month/36,000-mile New Vehicle Limited Warranty. Contact your local Ford Dealer for details and a copy of the limited warranty. Ford Licensed Accessories (FLA) are warranted by the accessory manufacturer's warranty. Contact your Ford Dealer for details regarding the manufacturer's limited warranty and/or a copy of the FLA product limited warranty offered by the accessory manufacturer.





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Drive quality.

Fusion is Ford's first fully digital car — designed, engineered and tested using the most advanced technology available for precision and quality.



Drive green.

On top of 29 mpg hwy.,¹ the Fusion I-4 is a Partial Zero Emissions Vehicle in California Emissions States² — it's as eco-friendly as a hybrid.



Drive safe.

In federal frontal crash tests, Fusion rates a full 5 Stars. To help prevent accidents, All-Wheel Drive and AdvanceTrac[®] stability control are available.



Drive smart.

Ford SYNC[™] communications and entertainment, Audiophile[®] sound, voice-activated navigation, even a Reverse Sensing System — all available.



¹2009 EPA-estimated fuel economy for I-4 engine with 5-speed manual transmission and front-wheel drive. ²Standard on Fusion models in CA, CT, MA, ME, NY, PA, RI and VT; available on retail orders in AZ, DE, MD, NH, NV, OH, OR and WV.

New Vehicle Limited Warranty. We want your Ford Fusion ownership experience to be the best it can be. So under this warranty, your new vehicle comes with 3-year/36,000-mile Bumper-to-Bumper Coverage, 5-year/60,000-mile Powertrain Warranty Coverage, 5-year/50,000-mile Safety Restraint Coverage, and 5-year/unlimited-mile Corrosion (Perforation) Coverage — all with no deductible. Please ask your Ford Dealer for a copy of this limited warranty.

Roadside Assistance is extended to 5 years or 60,000 miles, so you have the security of knowing that help may be only a phone call away should you run out of fuel, lock yourself out of the car, or need towing. Your Ford Dealer can provide complete details on all of these advantages.



Ford Credit. Get the ride you want. Whether you plan to lease or finance, you'll find the choices that are right for you at Ford Credit. Ask your Ford Dealer for details or check us out at fordcredit.com.



Extended Service Plan. For a purchase or lease, the Ford Extended Service Plan (ESP) gives you "Peace-of-Mind" protection designed to cover key vehicle components and protect you from the cost of unexpected repairs. Ask your dealer for a Ford ESP, the only service contract backed exclusively by Ford and honored at all Ford Lincoln Mercury dealerships.



Insurance Services. Get Ford Motor Company quality in your auto insurance. Our program offers industry-leading benefits and competitive rates. Call 1-877-367-3847, or visit us at fordvip.com for a no-obligation quote. Insurance offered by American Road Services Company (in CA, American Road Insurance Agency), a licensed agency and subsidiary of Ford Motor Company.